

MEASURABILITY IS KEY TO BOTTOM LINE SUCCESS: HOW WE ENABLED A GLOBAL INSURANCE FIRM TO ACHIEVE HIGH PERFORMANCE

A global leader in insurance and asset management felt they lacked measurable performance metrics for their North American operations. This problem was impacting several key areas, from effective management to team performance and productivity.

Paving the way

Enlighten partnered with a major global insurance firm to implement measurable and quantifiable performance metrics and processes, with the aim of boosting productivity and saving \$20 million from the company's operating budget by 2020.

Raising the bar

Together with Enlighten, the client was able to achieve the following within 20 weeks:



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Prior to working with Enlighten, we had no meaningful metrics in place to help us manage our department. With the help of Enlighten, our managers are now able to assess and measure the type of work that is consuming most of our time. Managers are also able to direct our efforts towards eliminating waste we are experiencing, on both an individual and team level, paving the way for enhanced productivity.

Client



Quantifying performance through data

Prior to working with Enlighten, our client did not have the right tools in place to quantify performance and analyze data effectively. There were no agreed-upon standards to help manage the daily transactions processed by each team and eliminate waste. Neither team nor individual performance was being measured, resulting in management by “instinct” rather than by numbers. Team members were unaware of how their individual performance rated in comparison to their peers.

Unified operations for high performance

The company required a unified system to manage all areas of their operations, with the right team culture in place to support the change. The company called upon Enlighten’s scheduling expertise to help provide visibility of metrics, identify latent capacity and redirect resources effectively. The Enlighten solution was implemented at one of the company’s locations, consisting of 296 employees in 26 teams, with the aim of creating a culture of high performance.

Using Enlighten’s tools and management methodologies, the company was able to accurately identify the type of work being completed by each team. Enlighten provided “value-added assessments” for all activities, allowing managers to identify capacity and efficiency. Enlighten also conducted formal classroom training and customized hands-on coaching with managers and team members. This enabled teams to identify capacity, and have daily visibility into both individual and team performance.

Measurable metrics are key to productivity

With higher measurability of team and individual performance, managers have now identified skill shortages and opportunities for project work during quieter periods. Backlogs and overtime were significantly reduced, even as output continued to increase across all teams. The availability of daily metrics has allowed the company to ascertain daily performance and enable load balancing across teams, fueling enhanced productivity and team performance.

EMPOWERING PEOPLE WITH TECHNOLOGY AND METRICS

Measurability empowers. With the right technology and processes in place, you can assess accurate and relevant data in a timely manner. Measurable metrics enable high performance and enhanced productivity.